

# RHCPP Quarterly Report Utah Telehealth Network Q1 – due July 30, 2008

## APPENDIX D – Pages 73-75 of Federal Communications Commission FCC 07-198

### 1. Project Contact and Coordination Information

a. Identify the project leader(s) and respective business affiliations.

*Project coordinator: Deb LaMarche  
Program Manager, Utah Telehealth Network  
University of Utah*

*Co-project manager: Kyle Andersen  
Director, Enterprise Communications  
Intermountain Healthcare*

b. Provide a complete address for postal delivery and the telephone, fax, and e-mail address for the responsible administrative official.

*Deb LaMarche  
Utah Telehealth Network  
585 Komas Drive, Suite 204  
Salt Lake City UT 84108  
801-587-6190 office  
801-585-7083 fax  
[deb.lamarche@utahtelehealth.net](mailto:deb.lamarche@utahtelehealth.net)*

c. Identify the organization that is legally and financially responsible for the conduct of activities supported by the award.

*University of Utah, on behalf of the Utah Telehealth Network*

d. Explain how project is being coordinated throughout the state or region.

*The Utah Telehealth Network (UTN) Advisory Board is responsible for oversight of the project. Board membership is comprised of representatives from the University of Utah, UTN member organizations, rural and state health care leaders.*

*The Utah ARCHES Management Team is responsible for planning and implementation of the project and reports to the UTN Advisory Board. It has been meeting every other week since February 2008. The Management Team includes representatives from all major constituencies (UTN, Intermountain Healthcare, Community Health Centers, Hospitals, Public Health, etc.) involved in the project.*

*The project coordinator and co-project manager meet weekly to ensure coordination among key partners.*

*In addition, presentations have been made to several Utah organizations, associations and governmental groups to inform them about the project, invite participation and input, and provide periodic updates.*

**2. Identify all health care facilities included in the network.**

*Participation by specific health care providers in the project will be based upon results of the competitive bidding process. Initial RFPs will include a larger list of sites than may participate in project implementation. The list of participating health care facilities will be narrowed down and finalized once the competitive bidding process has been completed and costs have been outlined. Non-recurring costs will help determine how many sites may be included; recurring costs, which continue beyond the funded project period, will factor in to which sites can commit to participation. Therefore, it would be premature to provide a list of health care facilities at this time.*

- a. Provide address (including county), zip code, Rural Urban Commuting Area (RUCA) code (including primary and secondary), six-digit census tract, and phone number for each health care facility participating in the network.
- b. For each participating institution, indicate whether it is:
  - i. Public or non-public;
  - ii. Not-for-profit or for-profit;
  - iii. An eligible health care provider or ineligible health-care provider with an explanation of why the health care facility is eligible under section 254 of the 1996 Act and the Commission's rules or a description of the type of ineligible health care provider entity.

**3. Network Narrative: In the first quarterly report following the completion of the competitive bidding process and the selection of vendors, the selected participant must submit an updated technical description of the communications network that it intends to implement, which takes into account the results its network design studies and negotiations with its vendors. This technical description should provide, where applicable:**

*Not applicable at this time.*

- a. Brief description of the backbone network of the dedicated health care network, e.g., MPLS network, carrier-provided VPN, a SONET ring;
- b. Explanation of how health care provider sites will connect to (or access) the network, including the access technologies/services and transmission speeds;
- c. Explanation of how and where the network will connect to a national backbone such as NLR or Internet2;
- d. Number of miles of fiber construction, and whether the fiber is buried or aerial;
- e. Special systems or services for network management or maintenance (if applicable) and where such systems reside or are based.

**4. List of Connected Health Care Providers: Provide information below for all eligible and non-eligible health care provider sites that, as of the close of the most recent reporting period, are connected to the network and operational.**

*Not applicable at this time.*

- a. Health care provider site;
- b. Eligible provider (Yes/No);
- c. Type of network connection (e.g., fiber, copper, wireless);
- d. How connection is provided (e.g., carrier-provided service; self-constructed; leased facility);
- e. Service and/or speed of connection (e.g., DS1, DS3, DSL, OC3, Metro Ethernet (10 Mbps);
- f. Gateway to NLR, Internet2, or the Public Internet (Yes/No);  
Federal Communications Commission FCC 07-198,74
- g. Site Equipment (e.g., router, switch, SONET ADM, WDM), including manufacturer name and model number.
- h. Provide a logical diagram or map of the network.

**5. Identify the following non-recurring and recurring costs, where applicable shown both as budgeted and actually incurred for the applicable quarter and funding year to-date.**

*Not applicable at this time.*

- a. Network Design
- b. Network Equipment, including engineering and installation
- c. Infrastructure Deployment/Outside Plant
  - i. Engineering
  - ii. Construction
- d. Internet2, NLR, or Public Internet Connection
- e. Leased Facilities or Tariffed Services
- f. Network Management, Maintenance, and Operation Costs (not captured elsewhere)
- g. Other Non-Recurring and Recurring Costs

**6. Describe how costs have been apportioned and the sources of the funds to pay them:**

- a. Explain how costs are identified, allocated among, and apportioned to both eligible and ineligible network participants.

*Not applicable at this time.*

- b. Describe the source of funds from:
  - i. Eligible Pilot Program network participants

*Approximately one-half of the required 15% match (estimated to be \$1,596,346) has been obtained or committed. Utah Telehealth Network will contribute \$300,000 through its University of Utah state line item. Intermountain Healthcare has committed \$430,000 for its 15% match.*

- ii. Ineligible Pilot Program network participants

*This will not be determined until after the competitive bidding process has been completed and vendor pricing structure is understood.*

c. Show contributions from all other sources (e.g., local, state, and federal sources, and other grants).

*Additional funding sources are being sought from Utah foundations and through the Utah legislature. We were unsuccessful obtaining one-time funding from the Utah legislature in 2008 but will try again in January 2009.*

i. Identify source of financial support and anticipated revenues that is paying for costs not covered by the fund and by Pilot Program participants.

*Foundation and legislative requests include funding for both the 15% match and potential additional costs.*

ii. Identify the respective amounts and remaining time for such assistance.

d. Explain how the selected participant's minimum 15 percent contribution is helping to achieve both the selected participant's identified goals and objectives and the overarching goals of the Pilot Program.

**7. Identify any technical or non-technical requirements or procedures necessary for ineligible entities to connect to the participant's network.**

*Not applicable at this time.*

**8. Provide an update on the project management plan, detailing:**

a. The project's current leadership and management structure and any changes to the management structure since the last data report;

*See the answer to 1d above. The project's leadership and management structure has not changed and remains consistent with our initial proposal to the FCC.*

b. In the first quarterly report, the selected applicant should provide a detailed project plan and schedule. The schedule must provide a list of key project deliverables or tasks, and their anticipated completion dates. Among the deliverables, participants must indicate the dates when each health care provider site is expected to be connected to the network and operational. Subsequent quarterly reports should identify which project deliverables, scheduled for the previous quarter, were met, and which were not met. In the event a project deliverable is not achieved, or the work and deliverables deviate from the work plan, the selected participant must provide an explanation.

*While all activities are being coordinated by the Management Team, the project has been divided into two components for logistical purposes. Two project plans are attached: one for Intermountain Healthcare (IHC) and one for the Utah Telehealth Network, representing all non-IHC health care facilities.*

*Until the competitive bidding process is complete and the site lists have been finalized, installation dates for sites cannot be established except in a general way.*

**9. Provide detail on whether network is or will become self sustaining. Selected participants should provide an explanation of how network is self sustaining.**

*The Utah Telehealth Network (UTN), as it exists today prior to RHCPP implementation, is self-sustaining. It accomplishes this by diversifying its funding sources, which currently include network member fees, user fees and contracts (including a contract with Intermountain Healthcare), a State of Utah line item, and support from the University of Utah. In addition, UTN is an active participant in the regular USAC RHCD program.*

*Maintaining sustainability is imperative as we move forward with RHCPP implementation. This is why we are waiting until the competitive bidding process has been completed before finalizing the project itself. Due to an anticipated lack of future ongoing support for RHCPP projects by the FCC and USAC, development of backbone and the inclusion of small health care facilities will be limited to what can be maintained without an expansion of the RHCD program. This will ensure sustainability, but may prevent development of some portions of the backbone and may exclude sites that could benefit the most from the RHCPP.*

**10. Provide detail on how the supported network has advanced telemedicine benefits:**

*The RHCPP-supported expansion of the network has not been implemented yet.*

- a. Explain how the supported network has achieved the goals and objectives outlined in selected participant's Pilot Program application;
- b. Explain how the supported network has brought the benefits of innovative telehealth and, in particular, telemedicine services to those areas of the country where the need for those benefits is most acute;
- c. Explain how the supported network has allowed patients access to critically needed medical specialists in a variety of practices without leaving their homes or communities;
- d. Explain how the supported network has allowed health care providers access to government research institutions, and/or academic, public, and private health care institutions that are repositories of medical expertise and information;
- e. Explain how the supported network has allowed health care professional to monitor critically ill patients at multiple locations around the clock, provide access to advanced applications in continuing education and research, and/or enhanced the health care community's ability to provide a rapid and coordinated response in the event of a national crisis.

**11. Provide detail on how the supported network has complied with HHS health IT initiatives:**

*The RHCPP-supported expansion of the network has not been implemented yet.*

- a. Explain how the supported network has used health IT systems and products that meet interoperability standards recognized by the HHS Secretary;
- b. Explain how the supported network has used health IT products certified by the Certification Commission for Healthcare Information Technology;
- c. Explain how the supported network has supported the Nationwide Health Information

Network (NHIN) architecture by coordinating activities with organizations performing NHIN trial implementations;

d. Explain how the supported network has used resources available at HHS's Agency for Healthcare Research and Quality (AHRQ) National Resource Center for Health Information Technology;

e. Explain how the selected participant has educated themselves concerning the Pandemic and All Hazards Preparedness Act and coordinated with the HHS Assistant Secretary for Public Response as a resource for telehealth inventory and for the implementation of other preparedness and response initiatives; and

f. Explain how the supported network has used resources available through HHS's Centers for Disease Control and Prevention (CDC) Public Health Information Network (PHIN) to facilitate interoperability with public health and emergency organizations.

**12. Explain how the selected participants coordinated in the use of their health care networks with the Department of Health and Human Services (HHS) and, in particular, with its Centers for Disease Control and Prevention (CDC) in instances of national, regional, or local public health emergencies (e.g., pandemics, bioterrorism). In such instances, where feasible, explain how selected participants provided access to their supported networks to HHS, including CDC, and other public health officials.**

*The RHCPP-supported expansion of the network has not been implemented yet.*

ID	Task Name	Duration	Start	Finish	Predecessors	Dec 31, '06			
						S	M	T	W
0	<b>Utah Telehealth Network RHCPP (July 2008 update)</b>	<b>608 days?</b>	<b>Wed 1/2/08</b>	<b>Fri 5/28/10</b>					
1	<b>Scope</b>	<b>4 days</b>	<b>Wed 1/2/08</b>	<b>Mon 1/7/08</b>					
7	<b>Budget Review Process</b>	<b>154 days</b>	<b>Tue 1/8/08</b>	<b>Thu 8/14/08</b>	6				
11	<b>Planning &amp; Preparation Phase 1 - LOA's &amp; Match</b>	<b>94 days</b>	<b>Wed 1/2/08</b>	<b>Tue 5/13/08</b>					
12	Draft Letter of Agency(LOA)	5 days	Thu 2/28/08	Wed 3/5/08					
13	Determine which sites to be included in RFP	5 days	Tue 2/26/08	Mon 3/3/08					
14	Legal to review LOA	10 days	Fri 3/21/08	Thu 4/3/08					
15	Develop proposed network topology	15 days	Wed 3/12/08	Tue 4/1/08	12				
16	Identify 15% match required	30 days	Wed 1/2/08	Tue 2/12/08					
17	Collaborate with Intermountain Healthcare	30 days	Wed 4/2/08	Tue 5/13/08					
18	Review UTN network topology and finalize	0 days	Tue 5/13/08	Tue 5/13/08	17				
19	<b>Planning &amp; Preparation Phase 2 - RFP Development</b>	<b>93 days</b>	<b>Wed 4/2/08</b>	<b>Wed 8/13/08</b>					
20	Develop RFP and review	30 days	Wed 4/2/08	Tue 5/13/08	15				
21	Pre RFP Meeting Half Day(Komas Drv)	0.5 days	Mon 6/2/08	Mon 6/2/08					
22	Pre RFP Meeting Full Day(Key Bank Tower)	1 day	Wed 6/4/08	Wed 6/4/08					
23	Pre RFP Meeting (AT&T @ 650 Komas)	1 hr	Wed 6/18/08	Wed 6/18/08					
24	Review RFP and finalize draft	8 days	Wed 6/18/08	Sun 6/29/08					
25	Submit Draft RPF to FCC / USAC / Purchasing Dept. for evaluation	24 days	Thu 7/3/08	Thu 8/7/08					
26	Develop Site Attachment Spreadsheet	19 days	Mon 6/23/08	Fri 7/18/08					
27	Obtain signed LOA's from all participants	51 days	Mon 6/2/08	Wed 8/13/08					
28	<b>Planning &amp; Preparation Phase 3 - Filing 465</b>	<b>79 days</b>	<b>Mon 7/14/08</b>	<b>Mon 11/3/08</b>					
29	Finalize RFP, LOA's, Site Attachments, Sources of Funding	24 days	Mon 7/14/08	Fri 8/15/08					
30	Complete a signed version of the 465 and mailed to FCC with supporting docu	1 day	Mon 8/18/08	Mon 8/18/08	29				
31	Obtain FCC / USAC approval for RFP/LOA/465 documents	14 days	Tue 8/19/08	Mon 9/8/08	30				
32	Issue RPF & Begin Competitive Bidding Process	2 mons	Tue 9/9/08	Mon 11/3/08	31				
33	Establish Scoring Criteria matrix with weightings	14 days	Mon 9/15/08	Thu 10/2/08					
34	Conduct RFP Pre-Proposal Conference	2 days	Wed 9/24/08	Thu 9/25/08					
35	End of posting period - proposals due	0 days	Mon 11/3/08	Mon 11/3/08	32				
36	<b>Vendor Review &amp; Analysis</b>	<b>279 days</b>	<b>Thu 3/20/08</b>	<b>Tue 4/28/09</b>					
37	Review vendor responses received	1 mon	Tue 11/4/08	Wed 12/3/08	35				
38	Determine short list of selected vendors	5 days	Thu 12/4/08	Wed 12/10/08	37				
39	Score shortlisted vendors	2 wks	Thu 12/11/08	Fri 12/26/08	38				

Project: Utah Telehealth Network RHC Date: Wed 7/30/08	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

ID	Task Name	Duration	Start	Finish	Predecessors	Dec 31, '06			
						S	M	T	W
40	Clarification with short listed vendors	1 wk	Mon 12/29/08	Mon 1/5/09	39				
41	Select successful vendor(s)	0 days	Mon 1/5/09	Mon 1/5/09	40				
42	<b>Commence Evaluation of Participant Sites</b>	<b>165 days</b>	<b>Tue 9/2/08</b>	<b>Tue 4/28/09</b>					
43	Define technical benchmark	3 days	Tue 9/2/08	Thu 9/4/08					
44	Identify sites that do not meet technical benchmark	6 wks	Fri 9/5/08	Thu 10/16/08	43				
45	Create Assessments and Recommendations for each site	5 days	Fri 10/17/08	Thu 10/23/08	44				
46	Negotiate contract with participants	1 mon	Tue 1/6/09	Mon 2/2/09					
47	Procure Equipment	30 days	Tue 2/3/09	Tue 3/17/09	46				
48	Schedule Upgrades	30 days	Wed 3/18/09	Tue 4/28/09	47				
49	Negotiate Contract(s) with vendor	1 mon	Tue 1/6/09	Mon 2/2/09	41				
50	Submit Contract(s) to USAC / Purchasing for Approval	10 days	Tue 2/3/09	Tue 2/17/09	49				
51	Contract(s) Signed	2 days	Wed 2/18/09	Thu 2/19/09	50				
52	Create 466-A form / Submit to USAC for Each Vendor + Attachment	10 days	Fri 2/20/09	Thu 3/5/09	51				
53	Develop 467 Form for USAC	10 days	Fri 3/6/09	Thu 3/19/09	52				
54	Submit 467 to USAC	1 day	Thu 3/20/08	Thu 3/20/08					
55	<b>Commence Implementation (Core)</b>	<b>85 days</b>	<b>Fri 2/20/09</b>	<b>Fri 6/19/09</b>					
56	Order Equipment	5 days	Fri 2/20/09	Thu 2/26/09	51				
57	Order Circuits	40 days	Fri 2/27/09	Thu 4/23/09	56				
58	Schedule Installations	40 days	Fri 4/24/09	Fri 6/19/09	57				
59	Complete	0 days	Fri 6/19/09	Fri 6/19/09	58				
60	<b>Commence Implementation (North)</b>	<b>86 days?</b>	<b>Fri 7/17/09</b>	<b>Tue 11/17/09</b>					
61	Order Equipment	5 days	Fri 7/17/09	Thu 7/23/09					
62	Order Circuits	40 days	Mon 7/27/09	Mon 9/21/09	61				
63	Schedule Installations	40 days	Tue 9/22/09	Mon 11/16/09	62				
64	Complete	1 day?	Tue 11/17/09	Tue 11/17/09	63				
65	<b>Commence Implementation (South)</b>	<b>86 days?</b>	<b>Mon 9/21/09</b>	<b>Mon 1/25/10</b>					
66	Order Equipment	5 days	Mon 9/21/09	Fri 9/25/09					
67	Order Circuits	40 days	Mon 9/28/09	Fri 11/20/09	66				
68	Schedule Installations	40 days	Mon 11/23/09	Fri 1/22/10	67				
69	Complete	1 day?	Mon 1/25/10	Mon 1/25/10	68				
70	<b>Commence Implementation (East)</b>	<b>86 days?</b>	<b>Fri 11/20/09</b>	<b>Mon 3/29/10</b>					
71	Order Equipment	5 days	Fri 11/20/09	Mon 11/30/09					

Project: Utah Telehealth Network RHC Date: Wed 7/30/08	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

ID	Task Name	Duration	Start	Finish	Predecessors	Dec 31, '06			
						S	M	T	W
72	Order Circuits	40 days	Tue 12/1/09	Thu 1/28/10	71				
73	Schedule Installations	40 days	Fri 1/29/10	Fri 3/26/10	72				
74	Complete	1 day?	Mon 3/29/10	Mon 3/29/10	73				
75	<b>Commence Implementation (West)</b>	<b>86 days?</b>	<b>Thu 1/28/10</b>	<b>Fri 5/28/10</b>					
76	Order Equipment	5 days	Thu 1/28/10	Wed 2/3/10					
77	Order Circuits	40 days	Thu 2/4/10	Thu 4/1/10	76				
78	Schedule Installations	40 days	Fri 4/2/10	Thu 5/27/10	77				
79	Complete	1 day?	Fri 5/28/10	Fri 5/28/10	78				
80	<b>Commence Implementation (Other Regions)</b>	<b>86 days?</b>	<b>Thu 1/28/10</b>	<b>Fri 5/28/10</b>					
81	Order Equipment	5 days	Thu 1/28/10	Wed 2/3/10					
82	Order Circuits	40 days	Thu 2/4/10	Thu 4/1/10	81				
83	Schedule Installations	40 days	Fri 4/2/10	Thu 5/27/10	82				
84	Complete	1 day?	Fri 5/28/10	Fri 5/28/10	83				

Project: Utah Telehealth Network RHC Date: Wed 7/30/08	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

ID	Task Name	Duration	Start	Finish	Predecessors	Dec 31, '06			
						S	M	T	W
0	<b>Intermountain Healthcare RHCPP (July 2008 update)</b>	<b>499 days</b>	<b>Wed 1/2/08</b>	<b>Tue 12/22/09</b>					
1	<b>Infrastructure Deployment Details</b>	<b>499 days</b>	<b>Wed 1/2/08</b>	<b>Tue 12/22/09</b>					
2	<b>Scope</b>	<b>4 days</b>	<b>Wed 1/2/08</b>	<b>Mon 1/7/08</b>					
3	Determine project scope	1 day	Wed 1/2/08	Wed 1/2/08					
4	Secure project sponsorship	1 day	Thu 1/3/08	Thu 1/3/08	3				
5	Define preliminary resources	1 day	Fri 1/4/08	Fri 1/4/08	4				
6	Secure core resources	1 day	Mon 1/7/08	Mon 1/7/08	5				
7	Scope complete	0 days	Mon 1/7/08	Mon 1/7/08	6				
8	<b>Budget Review Process</b>	<b>130 days</b>	<b>Tue 1/8/08</b>	<b>Thu 7/10/08</b>	<b>7</b>				
9	Review sites budget plan (Intermountain, RHCPP, other)	45 days	Tue 1/8/08	Tue 3/11/08					
10	Planning & Preparation checkpoint (June 2008)	1 day	Tue 6/10/08	Tue 6/10/08	21				
11	Planning & Preparation checkpoint (July 2008)	1 day	Thu 7/10/08	Thu 7/10/08	29				
12	<b>Planning &amp; Preparation Phase 1</b>	<b>56 days</b>	<b>Tue 2/26/08</b>	<b>Tue 5/13/08</b>					
13	Discuss Radiology/Imaging site priorities with Deanna Welch	1 day	Thu 2/28/08	Thu 2/28/08					
14	Discuss Rural site priorities with Jon Hoopes	1 day	Tue 2/26/08	Tue 2/26/08					
15	Contact Scott Palfreyman to review LOA	1 day	Thu 2/28/08	Thu 2/28/08					
16	Take Deanna & Jon's input to put together site roll out plan	10 days	Mon 3/10/08	Fri 3/21/08					
17	Determine Legal's involvement in the process	5 days	Mon 3/10/08	Fri 3/14/08					
18	Intermountain's Team develops network plan	15 days	Wed 3/12/08	Tue 4/1/08					
19	Complete Intermountain's network design	0 days	Tue 4/1/08	Tue 4/1/08	18				
20	Collaboration with UTN and consortium partners	30 days	Wed 4/2/08	Tue 5/13/08	19				
21	Finish Consortium network plan	0 days	Tue 5/13/08	Tue 5/13/08	20				
22	<b>Planning &amp; Preparation Phase 2</b>	<b>96 days</b>	<b>Wed 4/2/08</b>	<b>Mon 8/18/08</b>					
23	Develop RFP and review with appropriate people	60 days	Wed 4/2/08	Wed 6/25/08	18				
24	Pre RFP Meeting with Selected Vendors	5 days	Wed 5/14/08	Tue 5/20/08	23				
25	Review and fine tune RFP	40 days	Wed 5/21/08	Thu 7/17/08	24				
26	Estimate costs of project as part of RFP process	3 days	Wed 5/21/08	Fri 5/23/08	24				
27	Complete RFP for Intermountain Healthcare	0 days	Fri 5/23/08	Fri 5/23/08	26				
28	Conclude LOA information / format	50 days	Mon 4/28/08	Tue 7/8/08	19				
29	Obtain signed LOA documents from all locations	29 days	Tue 7/8/08	Mon 8/18/08	28				
30	<b>Planning &amp; Preparation Phase 3</b>	<b>74 days</b>	<b>Tue 8/19/08</b>	<b>Wed 12/3/08</b>	<b>22</b>				
31	Complete a signed version of the 465 and mailed to FCC	9 days	Tue 8/19/08	Fri 8/29/08					

Project: Intermountain Healthcare RH Date: Wed 7/30/08	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

ID	Task Name	Duration	Start	Finish	Predecessors	Dec 31, '06			
						S	M	T	W
32	FCC / USAC evaluation of submitted material	5 days	Tue 9/2/08	Mon 9/8/08	31				
33	Obtain FCC / USAC approval for RFP/LOA/465 documents	0 days	Mon 9/8/08	Mon 9/8/08	32				
34	Begin Competitive Bidding Process	60 days	Tue 9/9/08	Wed 12/3/08	33				
35	Roll Out Plan to Facilities (FLC, etc.)	10 days	Tue 9/9/08	Mon 9/22/08	32				
36	Complete Competitive Bidding Process	0 days	Wed 12/3/08	Wed 12/3/08	34				
37	<b>Vendor Review &amp; Analysis Phase 1</b>	<b>18 days</b>	<b>Thu 12/4/08</b>	<b>Wed 12/31/08</b>	<b>36</b>				
38	Review vendor responses received	10 days	Thu 12/4/08	Wed 12/17/08	35				
39	Determine short list of selected vendors	1 day	Thu 12/18/08	Thu 12/18/08	38				
40	Meet with vendors to conclude arrangements, detail proposed costs	5 days	Fri 12/19/08	Mon 12/29/08	39				
41	Conclude selected vendor(s)	1 day	Tue 12/30/08	Tue 12/30/08	40				
42	Create 466-A form / Submit to USAC	1 day	Wed 12/31/08	Wed 12/31/08	41				
43	Conclude Vendor Review & Analysis Phase 1	0 days	Wed 12/31/08	Wed 12/31/08	42				
44	<b>Vendor Review &amp; Analysis Phase 2</b>	<b>37 days</b>	<b>Fri 1/2/09</b>	<b>Tue 2/24/09</b>	<b>43</b>				
45	Budget review based on conclusive cost information	5 days	Fri 1/2/09	Thu 1/8/09					
46	Revise location plan - due to changed finances	1 day	Fri 1/9/09	Fri 1/9/09	45				
47	Negotiate Vendor Contract(s)	30 days	Mon 1/12/09	Mon 2/23/09	46				
48	Conclude Vendor Review & Analysis Phase 2	0 days	Mon 2/23/09	Mon 2/23/09	47				
49	Develop 467 Form for USAC	1 day	Tue 2/24/09	Tue 2/24/09	48				
50	Submit 467 to USAC	1 day	Tue 2/24/09	Tue 2/24/09	48				
51	<b>Begin Implementation Phase 1a</b>	<b>27.5 days</b>	<b>Wed 2/25/09</b>	<b>Fri 4/3/09</b>	<b>44</b>				
52	McKay to Logan Microwave	22.5 days	Wed 2/25/09	Fri 3/27/09	48				
53	McKay to Bear River Microwave	5 days	Fri 3/27/09	Fri 4/3/09	52				
54	UTA Ridge to Lewis Peak	15 days	Wed 2/25/09	Tue 3/17/09					
55	Lewis Peak to Park City Hospital	5 days	Wed 3/18/09	Tue 3/24/09	54				
56	Lewis Peak to Heber City Hospital	5 days	Wed 3/18/09	Tue 3/24/09	54				
57	Conclude Implementation Phase 1a	0 days	Fri 4/3/09	Fri 4/3/09	56,53,54,55				
58	<b>Begin Implementation Phase 1b</b>	<b>210 days</b>	<b>Wed 2/25/09</b>	<b>Tue 12/22/09</b>					
59	Various smaller facilities and clinics - QMOE	210 days	Wed 2/25/09	Tue 12/22/09	44				
60	Conclude Implementation Phase 1b	0 days	Tue 12/22/09	Tue 12/22/09	59				
61	<b>Begin Implementation Phase 2a</b>	<b>120 days</b>	<b>Fri 4/3/09</b>	<b>Wed 9/23/09</b>	<b>51</b>				
62	UTA Ridge to Delta Microwave	30 days	Fri 4/3/09	Fri 5/15/09					
63	UTA Ridge to Fillmore Microwave	30 days	Fri 5/15/09	Mon 6/29/09	62				

Project: Intermountain Healthcare RH Date: Wed 7/30/08	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

ID	Task Name	Duration	Start	Finish	Predecessors	Dec 31, '06			
						S	M	T	W
64	UTA Ridge to Sevier Microwave	30 days	Fri 5/15/09	Mon 6/29/09	62				
65	Sevier to SanPete Microwave	30 days	Mon 6/29/09	Tue 8/11/09	64				
66	Sevier to Garfield Microwave	30 days	Mon 6/29/09	Tue 8/11/09	64				
67	UTA Ridge to Cedar City Microwave	30 days	Tue 8/11/09	Wed 9/23/09	66				
68	Conclude Implementation Phase 2a	0 days	Wed 9/23/09	Wed 9/23/09	67				
69	<b>Begin Implementation Phase 2b</b>	<b>30 days</b>	<b>Tue 2/24/09</b>	<b>Mon 4/6/09</b>	<b>48</b>				
70	Connection to UTN via U of U new fiber connection to LP	30 days	Tue 2/24/09	Mon 4/6/09					
71	<b>Begin Implementation Phase 3a</b>	<b>30 days</b>	<b>Wed 9/23/09</b>	<b>Wed 11/4/09</b>					
72	Cedar City to St. George Microwave	30 days	Wed 9/23/09	Wed 11/4/09	61				
73	Conclude Implementation Phase 3a	0 days	Wed 11/4/09	Wed 11/4/09	72				

Project: Intermountain Healthcare RH Date: Wed 7/30/08	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	